

SDBIP 2017/18

SUNDAYS RIVER VALLEY MUNICIPALITY



MAYOR INITIALS ..... N.G.....

## **CERTIFICATE OF APPROVAL BY THE MAYOR**

I, NOMBULELO GRACE BIXA, in my capacity as the Mayor of Sundays River Valley Municipality, hereby approve the Service Delivery and Budget Implementation Plan for the 2017/18 financial year, as required in terms of the Local Government Municipal Finance Management Act Section 53(c)(ii)

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NOMBULELO G BIXA

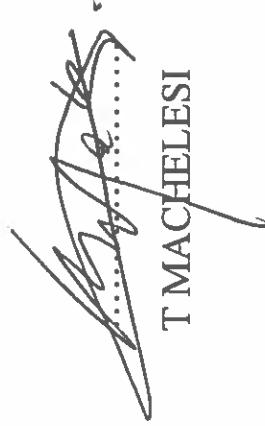
22 June 2017

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DATE

## QUALITY CERTIFICATION BY THE ACTING MUNICIPAL MANAGER

I, THEMBEKILE MACHELESI, the Acting Municipal Manager submit the top layer of the Service Delivery and Budget Implementation Plan (SDBIP) for the 2017/18 financial year for approval by the Mayor. This SDBIP been prepared in terms of the Municipal Finance Management Act and also the regulations thereto

  
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22 June 2017

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DATE

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## **1. Introduction**

The purpose of the Service Delivery and Budget Implementation Plan (SDBIP) is to assist municipal management to achieve service delivery targets, as well as spending the capital budget within the given time frames. The IDP and Budget are key documents informing the SDBIP. The Sundays River Valley Municipality's reviewed IDP and budget documents were then considered in drawing up our SDBIP. This document is now brought before Council for adoption for the 2017/18 financial year.

A Service Delivery and Budget Implementation Plan is defined in chapter 1 of the Act as a detailed plan approved by the Executive Mayor for implementing the municipality's delivery of municipal services and its annual budget. Essentially a business plan, the SDBIP is an integral part of the financial planning process. Although its approval is required after the budget its preparation has occurred in tandem with the budget process. The SDBIP is the connection between the budget and management performance agreements, and it includes detailed information on how the budget will be implemented – by means of forecast cash flows – and service delivery targets and performance indicators.

## **2. Executive Summary**

The Municipality is required to produce a Service Delivery and Budget Implementation Plan to show the following;

- Monthly projections of revenue and expenditure for the operating and capital budgets
- Quarterly service delivery targets and performance indicators.

Each month the Municipal Manager must present the Mayor with a report showing how income and spending is progressing against these projections. Every quarter the Mayor must report to Council on the progress of the budget.

### 3. Legislative Framework for SDBIP and PMS

The need for a monitoring tool within municipalities comes from a number of legislative pieces, giving guidance and direction on the path to be followed when developing these systems. All this is done in order to ensure effective and efficient service delivery to our communities. The different pieces of legislation are discussed below.

#### 3.1 *The White Paper on Local Government (1998)*:

The White Paper on Local Government (1998) suggested that local government should introduce the idea of using monitoring tools to measure impact and performance. Therefore the white paper further notes that Performance management is critical to ensure that plans are being implemented, that they are having the desired development impact, and that resources are being used efficiently.

#### 3.2 *The Municipal Systems Act (2000)*:

Government has taken this idea of measuring performance forward in chapter six of the Municipal Systems Act (32 of 2000) which requires all municipalities to:

- o Develop a performance management system
- o Set targets, monitor and review performance based on indicators linked to their IDP
- o Publish an annual report on performance for the councillors, staff, the public and other spheres of government.
- o Incorporate and report on a set of general indicators prescribed nationally by the minister responsible for local government
- o Conduct an internal audit on performance before tabling the report.
- o Have their annual performance report audited by the Auditor-General.
- o Involve the community in setting indicators and targets and reviewing municipal performance

The SDBIP gives effect to the Integrated Development Plan (IDP) and budget of the municipality and will be possible if the IDP and the budget are fully aligned with each other as required by the MFMA (Act 56 of 2003)

### *3.3 Municipal Finance Management Act*

Section 1 of the MFMA defines the SDBIP as a detailed plan approved by the mayor of a municipality in terms of section 53(1)(c)(ii) for implementing the municipality's delivery of services and the execution of its annual budget and which must include (as part of the top layer) the following:

- a) projections for each month of
- (i) revenue to be collected, by source; and
- (ii) operational and capital expenditure, by vote
- b) service delivery targets and performance indicators for each quarter.

According to Section 53(1)(c)ii of the MFMA (Act 56 of 2003) the mayor of the municipality must take all reasonable steps to ensure that the municipality's service delivery and budget implementation plan is approved by the mayor within 28 days after the approval of the budget.

Section 69 of the MFMA determines that the draft SDBIP and performance agreements must be submitted to the Executive Mayor within 14 days after the approval of an annual budget.

The mayor is to receive the draft SDBIP 14 days after approval of budget and therefore the final SDBIP approved 14 days after receiving the first draft. Sundays River Valley Municipality Budget for 2017/18 was approved on the 30th May 2017, accordingly the draft SDBIP was received by the mayor and final draft adopted on the 22<sup>nd</sup> June 2017.

#### 4. The Components of a SDBIP

The five necessary components of a SDBIP are

1. Monthly projections of revenue to be collected for each source
2. Monthly projections of expenditure (operating and capital) and revenue for each vote
3. Quarterly projections of service delivery targets and performance indicators for each vote
4. Ward information for expenditure and service delivery
5. Capital works plans

#### 5. The SDBIP Concept

National Treasury, in MFMA circular 13, outlined the concept of the SDBIP. It is seen as a contract between the administration, council and community expressing the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration over the next twelve months.

It is a management, implementation and monitoring tool that will assist the Executive Mayor, councillors, Municipal Manager, senior managers and community. It is also a performance monitoring tool that enables the Municipal Manager to monitor the performance of senior managers. The MFMA requires that the performance agreements of senior managers be linked to the measurable performance objectives in the SDBIP.

As a vital monitoring tool, the SDBIP should help enable the Executive Mayor and Municipal Manager to be pro-active and take remedial steps in the event of poor performance. The SDBIP is considered as a layered plan. Whilst only the top layer is made public at council, the budget and performance targets should be broken down into smaller targets and cascaded to middle-level and junior managers. Directorates should be producing their own SDBIP's which roll up into the municipality's SDBIP.



## **6. MFMA requirement**

### ***6.1 Approval of the SDBIP***

Under the MFMA the process for approval of the SDBIP is covered under Chapter 7 - Responsibilities of Mayors and Chapter 8 - Responsibilities of municipal officials. Under chapter 8 the Accounting Officer must submit a draft of the SDBIP to the Executive Mayor within 14 days of the budget being approved as well as drafts of the annual performance agreements required in the Municipal Systems Act.

Chapter 7 of the MFMA requires the Executive Mayor to “take all reasonable steps” to ensure that the SDBIP is approved by the mayor within 28 days after the approval of the budget and that the SDBIP is made public no later than 14 days after that.

### ***6.2 Implementation & monitoring***

Section 54 sets out the responsibilities of the Executive Mayor with regard to budgetary control and the early identification of financial problems. When a budget monitoring report is received under section 71 or 72 of the MFMA, the Executive Mayor must check whether the budget is being implemented in accordance with the SDBIP.

If it is decided to amend the SDBIP, any revisions to the service delivery targets and performance indicators must be made with the approval of council following an adjustments budget. The Executive Mayor must issue instructions to the accounting officer to ensure that the budget is implemented in terms of the SDBIP.

## **7. SDBIP in Sundays River Valley Municipality**

The production of the SDBIP in Sundays River is conducted primarily by the Finance Department through the Chief Financial Officer and the Municipal Managers’ Office where it is championed by the IDP manager in consultation with the Directorates of the Municipality.

Service Delivery Budget and Implementation Plan -- 2017/18  
Sundays River Valley Municipality

**COMPONENT 1**

Monthly projections of revenue to be collected for each source

	Budget Year 2017/18												Budget Year 2017/18
Revenue By Source	July	August	Sept.	October	November	December	January	February	March	April	May	June	
Property rates	8 210	1 825	945	2 055	1 143	1 130	1 699	1 048	985	746	1 355	1 397	22 536
Service charges - electricity revenue	1 623	2 180	1 505	987	457	694	849	701	290	576	640	413	10 916
Service charges - water revenue	132	149	341	278	330	245	318	211	296	156	180	198	2 835
Service charges - sanitation revenue	24	6	24	51	46	22	32	43	38	35	47	16	386
Service charges - refuse revenue	40	65	81	93	147	55	47	73	68	78	90	69	906
Rental of facilities and equipment	2	2	3	2	10		6	1	1	1	1	1	29
Interest earned - external investments	102	177	158	131	129	115	182	156	133	131	110	129	1 653
Interest earned - outstanding debtors	215	215	215	215	215	215	215	215	215	215	215	215	2 585
Fines, penalties and forfeits	49	80	52	52	111	100	79	52	51	37	100	62	825
Licences and permits	162	263	121	165	265	161	121	201	327	356	285	252	2 680
Agency services	165	122	99	263	162	208	123	188	228	400	246	512	2 715
Transfer receipts - operational	30 600		452			20 450			9 571			10 771	71 844
Other revenue												18 878	18 878
Cash Receipts by Source	41 324	5 083	3 996	4 292	3 015	23 396	3 672	2 887	12 205	2 732	3 270	32 913	138 787

## COMPONENT 2

## Monthly projections of expenditure (operating and capital) and revenue for each vote

[illegible]

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Sundays River Valley Municipality

## Capital Expenditure by Vote



Budget Year 2017/18												
Revenue by Vote	July	August	September	October	November	December	January	February	March	April	May	June
Mayor and Council	602	602	602	602	602	602	602	602	602	602	602	1 486
Municipal Manager	602	602	602	602	602	602	602	602	602	602	602	602
Finance	4 504	4 504	3 254	4 504	4 504	3 254	4 504	4 504	4 504	4 504	3 084	1 105
Corporate Service	606	606	606	606	606	606	606	606	606	606	606	5 178
Community Services	1 973	2 473	2 473	1 973	2 473	2 473	1 973	2 473	1 973	2 473	1 673	283
Technical Service	8 986	8 986	8 986	8 986	8 986	8 986	8 986	8 986	8 986	8 986	8 987	35 397
	17 272	17 772	16 522	17 272	17 772	16 522	17 272	17 772	17 272	17 772	15 552	44 050
												232 822

## COMPONENT 3 AND 4: SERVICE DELIVERY COMPONENT

Service Delivery Budget and Implementation Plan – 2017/18  
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#	Strategic Objective	Key Performance Indicator (KPI)	Project	Ward	Baseline	Annual target	BUDGET	Quarterly Targets			
								Q1	Q2	Q3	Q4
1	Communities have sufficient and affordable solid waste disposal options to encourage clean and healthy environment	Number of clean-up campaigns for targeted areas	Clean up campaigns – illegal dumping	1; 4; 5; 6;	6	4	200 000	1	1	1	1
2		The percentage of households with access to basic level of solid waste removal	Solid waste removal	All wards	11 462 households	100%	1 428 500	100%	100%	100%	100%
3		Number of landfill sites maintained	Maintenance of landfill sites	1; 3; 4 5; 6	New KPI	3 land fill sites maintained	1 500 000	1	1	1	NA
4	To ensure provision of water quality monitoring and food control	Number of water samples tested	Water testing	All wards	184	144	75 600	36	36	36	36
5		Number of inspections conducted at food selling premises.	Inspections of food selling premises	All wards	93	160	40 000	40	40	40	40
6	To ensure the provision of effective and efficient fire and disaster management services throughout the SRVM	% progress in the development of the Disaster Management plan	DMF development	-	100%	100%	300 000	30%	60%	100%	NA
7		Number of premises inspected for fire safety compliance	Inspections of premises of fire safety	All wards	30	100	-	25	25	25	25
8	To ensure provision of traffic services including improved revenue enhancement	Number of road traffic law enforcement operations conducted	Road traffic operations	Whole of the municipality	37	12	-	3	3	3	3
9		% improvement in traffic fines	Traffic revenue	Whole of the	R432 745 collected in	10%		2.5%	2.5%	2.5%	2.5%

Service Delivery Budget and Implementation Plan – 2017/18  
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	revenue from the previous year quarter baseline (comparing quarter to quarter of the same period)		municipality	the year						
10	% of traffic fines debt collected	Collection of old traffic debts	Whole of the municipality	6 435 633	25%		NA	10%	5%	10%
11	Number of cemeteries maintained	Maintenance of cemeteries	All Wards	New KPI	8	250 000	2	2	2	2
12	Number of community halls maintained or renovated	Maintenance of community halls	All wards	New KPI	3	600 000	1	1	1	NA
13	Number of library programmes conducted	Library outreach programmes	All wards	New KPI	8		2	2	2	2

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KEY PERFORMANCE AREA: INSTITUTIONAL MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT

#	Strategic Objective	Key Performance Indicator (KPI)	Project	Ward	Baseline	Annual Target	BUDGET	Quarterly Targets			
								Q1	Q2	Q3	Q4
1	To ensure the municipality approves the organogram and fills vacancies	% progress in the review of the organizational structure	Review of the organogram	-	100%	100%	-	NA	50%	30%	20%
2		% of existing budgeted vacancies filled	Recruitment	-	7% of existing budgeted vacancies were filled	50% of existing budgeted vacancies are filled		NA	25%	NA	25%
3	Capacity building and empowerment programmes to ensure skills enhancement of staff.	Number of employees trained	Training of employees	-		40	650 000	10	10	10	10
4		% of the municipality's budget actually spent on implementing its workplace skills plan	Expenditure on training	-	100%	100%	650 000	25%	25%	25%	25%
5	To ensure that the municipality has employment equity plan and that targets are met	The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan	Employment equity		8 women at middle management and 1 at senior management	2 women at senior management and 8 at middle management	-	NA	NA	NA	2 women at senior management and 8 at middle management
		Number of	Ward	All	16	32 ward	380 000	8	8	8	8
	To ensure										

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#	Strategic Objective	Key Performance Indicator (KPI)	Project	Ward	Baseline	Annual Target	BUDGET	Quarterly Targets			
								Q1	Q2	Q3	Q4
6	effective public participation of ward committees.	ward committees meetings organized (As per schedule)	committee meetings	wards		committee meetings organized as per schedule					
7	To optimise the information and communications technology(ICT) function to support organizational performance	% progress in resolving ICT audit improvement plan	ICT	-	New KPI	70% progress in resolving ICT audit improvement plan	580 000	10%	30%	20%	10%
8	To enhance employee wellness through prevention and provision of therapeutic programmes and physical fitness	number of employee health and safety programmes conducted	Employee health and safety	All wards	6	4	50 000	1	1	1	1
9	To ensure effective and efficient records management	% progress in the delivery and commissioning of the electronic document management system	EDMS	-	New KPI	Records management system fully acquired	1 000 000	25% (procurement and Natis documents concluded)	25% (correspondence module and meeting management concluded)	25% (town-planning section concluded)	25% (change management and hand-holding (Finance, Traffic, Technical and Corporate Services)



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KEY PERFORMANCE AREA: LOCAL ECONOMIC DEVELOPEMNT

#	Strategic Objective	Key Performance Indicator (KPI)	Project	Ward	Baseline	Annual Target	BUDGET	Quarterly Targets			
								Q1	Q2	Q3	Q4
1	Establishment of policy framework for LED	Number of development strategies developed/reviewed	Development or review of strategic LED documents	All wards	New KPI	3 development strategies reviewed/developed (LED strategy, SMME strategy, SMME Policy)	50 000	1 SMME strategy and 1 policy reviewed		-	1 LED strategy reviewed
2	To strengthen the capacity of SMMEs and Increase the number of viable emerging businesses	Number of business development programmes conducted	SMME and Cooperative outreach programmes	All wards	4	4	12 000	1	1	1	1
		% of SMMEs in our data base who benefited from skills and business development training			New KPI	60 % of SMMEs in our data base benefited from skills and business development training	R28 000	10%	20%	20%	10%
3	To facilitate employment creation	Number of jobs created through the municipality's local economic development initiatives including capital projects	Job creation through capital projects	All wards	171	160	-	40	40	40	40

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#	Strategic Objective	Key Performance Indicator (KPI)	Project	Ward	Baseline	Annual Target	BUDGET	Quarterly Targets			
								Q1	Q2	Q3	Q4
4	Promotion of at least 5 community development programmes	Number of households benefitting through food security programme	Food security programme	All wards	New KPI	20 households benefit through food security programme		5	5	5	5
		No of people who benefit from various waste management services	Health and environmental management programme	1, 2, 8, 6	New KPI	12		3	3	3	3
5	To expand the Tourism potential of SRV area	% expenditure on tourism budget	Public private partnership with LTO	All wards	New KPI	100%	60000	30%	40%	30%	

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KEY PERFORMANCE INDICATOR: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

#	Strategic objective	Key Performance Indicator (KPI)	Project	Ward	Baseline	Annual Target	BUDGET	Quarterly Targets			
								Q1	Q2	Q3	Q4
1	Annual review and development of IDP/Budget	% progress of IDP review	Review of the IDP	All wards	100%	100%	12 000	25% (desktop situational analysis completed)	25% (strategic direction section reviewed)	20% (draft IDP submitted to Council by 30 <sup>th</sup> March 2018)	30% (Final IDP submitted to Council for approval by the 31 May 2018)
2	To enhance Council oversight	% of Council resolutions executed as per council minutes	Execution of Council resolutions	All wards	All resolutions executed	All resolutions executed	-	All resolutions executed	All resolutions executed	All resolutions executed	All resolutions executed
3		Number of MPAC meetings held and audit committee meetings held	MPAC	-	4 Audit and risk committee meetings	4 Audit and risk committee meetings	-	1	1	1	1
4		Number of audit and risk committee meetings held	Audit and risk committee meetings	-		4	-	1	1	1	1
5	Continuously ensure good customer care for SRVM's stakeholders.	Number of community outreach awareness campaigns conducted	Mayoral outreaches and izimbizo	1; 4; 5 & 8	10	8	-	2	2	2	2
6	To continuously cooperate in the provision of service delivery initiatives	Number of IGR meetings held	IGR	-	4	4	40 000	1	1	1	1
7	Mainstreaming of vulnerable groups in municipal programmes	Number of Youth programmes convened (Youth council, youth month, SMME support, youth	Special programmes			8	100 000	2	2	2	2

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#	Strategic objective	Key Performance Indicator (KPI)	Project	Ward	Baseline	Annual Target	BUDGET	Quarterly Targets			
								Q1	Q2	Q3	Q4
8		strategy implementation) Number of women programmes initiated (gender based violence, SMME development)				2 programmes initiated	30 000		1	1	
9		Number of business plans developed for the Elderly and disabled				2 business plans developed for elderly and disabled	3 000		1	1	
10		Number of programmes for children convened (Back to school, awareness on child abuse, career expo, take a girl child to work)				4	30 000	1	1	1	1
11	To ensure a fully functional Performance Management System	number of signed performance agreements	Performance agreements	-	10	10	-	5	NA	5	NA
12		number of times performance assessments conducted for all section 56 managers	Performance assessments	-	1	20	10 000	5	5	5	5
13		Number of interns employed for the development of annual report	Interns for Annual report development		New KPI	4 interns employed over six months	R200 000		4		
14	To intensify HIV/AIDS awareness and education in SRVM	Number of HIV/AIDS programmes conducted	HIV awareness programmes	All wards		8	62 500	2	2	2	2
15	To ensure all findings by the	% progress towards improving AG audit	Audit action plan	-		80% progress towards	-	N/A	10%	20%	50%

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#	Strategic objective	Key Performance Indicator (KPI)	Project	Ward	Baseline	Annual Target	BUDGET	Quarterly Targets			
								Q1	Q2	Q3	Q4
	Auditors are addressed	outcome				improving AG audit outcome					
16		Nature of audit opinion	Improvement of the audit opinion	-	adverse	Qualified audit opinion	-	N/A	Qualified audit opinion	N/A	N/A
17		% of internal audits completed	Internal audits	-	New KPI	100%	-	15%	15%	45%	25%
18		% of internal audit and audit committee accepted recommendations implemented	Internal audit	-	New KPI	100% of internal audit and audit committee accepted recommendations implemented	-	100%	100%	100%	100%
19		Level of quality assurance of internal audit obtained	Quality assurance		New KPI	High		N/A	N/A	N/A	High
20											

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KEY PERFORMANCE AREA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

#	Strategic Objective	Project	Ward	Key Performance Indicator (KPI)	Baseline	Annual Target	BUDGET	Quarterly Targets			
								Q1	Q2	Q3	Q4
1	Ensure access and a continuous supply of good quality water and sanitation to each user by 2022	Upgrading of Valencia Water Supply	3	Progress in the upgrading of the Valencia WWTW	New Project		R12 629 208	NA	All SCM processes completed	(a) Elevated storage tank completed (b) pump station completed	2kms pumping main
2		Feasibility study on the rehabilitation of the bulk pipeline	1:2	% expenditure on rehabilitation of the bulk pipeline feasibility study		100% expenditure	2 100 000	NA	30%	20%	50%
3	SRVM Community has access to good quality roads built according to applicable standards.	Upgrading of the Paterson waste water treatment works	4	% progress in the upgrading of Paterson Waste Water Treatment Works		100% of the works	R4 468 009	15%	35% (fencing complete d)	20% (2 pump stations)	30% (2 ponds complete d)
4		Upgrading of Local Distributor Roads- Paterson Link Road	4	Kms of storm-water roads upgraded to surface standards	-	0.8kms of storm-water upgraded to surface standards	R6 723 462	-	-	-	0.8kms
5		Msengeni bulk taxi route	2	% expenditure on the Msengeni bulk taxi route project		100% expenditure	R500 000	15%	30%	35%	20%
		Small town revitalization (roads)	2	Kms of roads upgraded	New Project	6.7kms	29 000 000	0	0	0	6.7kms

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#	Strategic Objective	Project	Ward	Key Performance Indicator (KPI)	Baseline	Annual Target	BUDGET	Quarterly Targets			
								Q1	Q2	Q3	Q4
6	To ensure compliant reporting in all respects of all grants	Capital spending	Whole of municipal ity	The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial period in terms of the municipality's integrated development plan	100%	100%	26 037 000	20%	20%	30%	30%
7	Improved efficiency in municipal water usage	reduction in reticulation water losses (Bersig, Moses Mabhidia, Aqua Park, Msengeni and Kirkwood town	1; 2	Number of cisterns replaced	-	1400	650 000	NA	500	500	400
10	Effective Town Planning administration within SRVM jurisdiction	Approval of building plans	Whole of municipal ity	Timeous approval of building plans	10 weeks	10 weeks	-	10 weeks	10 weeks	10 weeks	10 weeks
11	Upgrade electricity network for future development	NERSA assessment	Whole of municipal ity	% compliance with NERSA assessment (ID-form)	70%	70%	-	NA	70%	NA	NA
12		Electrification	1;2	% expenditure on the national electrification project		100%	13 000 000	40%	20%	40%	
13	To ensure that the poor households access free basic services and that each household has access to a set of basic	Access to free basic services	Whole of municipal ity	The percentage of households earning less than R1100 per month with access to free basic	3074 indigents receiving services	80%		NA	NA	NA	80%

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#	Strategic Objective	Project	Ward	Key Performance Indicator (KPI)	Baseline	Annual Target	BUDGET	Quarterly Targets			
								Q1	Q2	Q3	Q4
	household services			services							
14		Access to basic services	Whole of municipality	The percentage of households with access to basic level of water, sanitation, electricity and solid waste removal		70%		NA	NA	NA	70%



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KEY PERFORMANCE AREA: FINANCIAL VIABILITY AND MANAGEMENT

#	Strategic objective	Key Performance Indicator (KPI)	Baseline	Annual Target	BUDGET	Quarterly Targets			
						Q1	Q2	Q3	Q4
1	To produce financial reports that meet the requirements of National Treasury department	Timely submission of AFS to Council and Auditor General	Submitted before 31 August 2017	Timely submission of AFS to Council and Auditor General on or before 31 August 2017	1 500 000	AFS submitted to AG on 31 August 2017	NA	NA	NA
2		Timely submission of annual and adjustment budget	Both annual and adjustment budget submitted within stipulated time	Timely submission of annual budget on 30 May 2018 & Timely submission of adjustment budget on 28 February 2018 to NT	-	NA	NA	Timely submission of adjustment budget on 28 February 2018 to NT	Timely submission of annual budget on or before 30 May 2018 to NT
3		Number of statutory reports submitted on time to AO, Mayor, PT and NT	12	12 section 71 reports submitted within 10 working days of each new month to AO, Mayor, PT and NT	-	3	3	3	3
4			12	12 grants reports submitted on time to AO, Mayor, PT and NT	-	3	3	3	3

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#	Strategic objective	Key Performance Indicator (KPI)	Baseline	Annual Target	BUDGET	Quarterly Targets			
						Q1	Q2	Q3	Q4
5			4	4 section 52d reports submitted within 30 days of each new quarter	-	1	1	1	1
6	To ensure compliant reporting in all respects of all grants	% expenditure on FMG grant	100%	100%	2 345 000	30%	30%	30%	10%
7	To ensure a sustainable cash flow	Number of days creditors outstanding, excluding long term creditors	New KPI	60	-	60	60	60	60
8	To ensure debt is managed sustainably	% increase in revenue collected		10% increase in revenue collected	-	2.5%	2.5%	2.5%	2.5%
9		Number of indigents registered	3074	1200	-	300	300	300	300
10	To ensure proper procurement of goods and services in terms of chapter 11 of MFMA	% Irregular expenditure reduced, relative to the previous financial year	New KPI	50% irregular expenditure reduced, relative to the previous financial year	-	50%	50%	50%	50%
11	To ensure proper asset management	Number of movable asset verifications performed	New KPI	2 movable asset verifications performed	-	NA	1	NA	1
12		Number of GRAP compliant asset register submitted for external audit	1	1 GRAP compliant asset register submitted for external audit	1 381 988	NA	1	NA	NA
13	Financial viability as expressed by ratios	A = (B-C)/D A - debt coverage B- total operating revenue received C- operating		45%		45%	45%	45%	45%

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#	Strategic objective	Key Performance Indicator (KPI)	Baseline	Annual Target	BUDGET	Quarterly Targets			
						Q1	Q2	Q3	Q4
14		grants D – debt service payments (i.e. interest + redemption) due within the current financial period							
		A = B/C A – outstanding service debtors to revenue B – total outstanding service debtors C – annual revenue actually received		30 days		30 days	30 days	30 days	30 days
15		A = (B+ C)/D A – cost coverage B – all available cash at a particular time C – investments D – monthly fixed operating expenditure		1 – 3 months		1 – 3 months	1 – 3 months	1 – 3 months	1 – 3 months

Component 5

Detailed capital works plan broken down by ward over three years

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CAPITAL PROGRAMME 2017/2018 - 2019/2020						
DEPARTMENTS		WARDS	2017/18		2018/19	2019/20
COUNCIL			OWN FUNDING	GRANT FUNDING	GRANT FUNDING	GRANT FUNDING
CAPITAL EXPENDITURE			AMOUNT	AMOUNT	AMOUNT	AMOUNT
VEHICLE-MAYOR		ALL WARDS	500 000			
FURNITURE- SPEAKER		HEAD OFFICE	30 000			
			530 000			
CAPITAL EXPENDITURE			AMOUNT	AMOUNT	AMOUNT	AMOUNT
MUNICIPAL MANAGER			15 000			
LAPTOP		HEAD OFFICE	15 000			
STRATEGIC DEPT			84 000			
PROJECTOR		HEAD OFFICE	8 000			
SCREEN- PROJECTOR		HEAD OFFICE	3 500			
LOUDHAILER		HEAD OFFICE	10 000			
LAPTOPS FOR NEW EMPLOYEES (2)		HEAD OFFICE	15 000			
FURNITURE (MANGE, JESSICA, OWEN,2 NEW)		HEAD OFFICE	45 000			
WATER DISPENSER		HEAD OFFICE	2 500			
INTERNAL AUDIT			140 000			
FURNITURE		HEAD OFFICE	50 000			
LAPTOPS		HEAD OFFICE	30 000			
SOFTWARE		HEAD OFFICE	60 000			
			239 000			
FINANCE						
CAPITAL EXPENDITURE			AMOUNT	AMOUNT	AMOUNT	AMOUNT
SCANNER		HEAD OFFICE	35 000			
SHREDDER		HEAD OFFICE	30 000			
BINDING MACHINE		HEAD OFFICE	25 000			
LAPTOPS		HEAD OFFICE	30 000			
VEHICLE		HEAD OFFICE	200 000			
			320 000			

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<b>PUBLIC SAFETY</b>		AMOUNT	AMOUNT	AMOUNT	AMOUNT
<b>CAPITAL EXPENDITURE</b>					
VEHICLE- FIRE	ALL WARDS	500 000			
OFFICE EQUIPMENT & FURNITURE- FIRE	HEAD OFFICE	30 000			
BRAKE TESTING MACHINE- ROADWORTHY	ALL WARDS	400 000			
FURNITURE- ROADWORTHY	HEAD OFFICE	11 000			
LAPTOP- ROADWORTHY	HEAD OFFICE	6 000			
AIRCONS-DLTC	HEAD OFFICE	25 000			
SPEED APPARATUS-TRAFFIC	ALL WARDS	155 000			
<b>TOTAL CAPITAL</b>		<b>1 127 000</b>			
<b>CORPORATE SERVICES</b>					
<b>CAPITAL EXPENDITURE</b>					
LAPTOPS AND DESKTOPS-IT	HEAD OFFICE	50 000.00			
SQL SERVER UPGRADE	HEAD OFFICE	40 000.00			
CAPITAL SPARES-ICT	HEAD OFFICE	100 000.00			
ELECTRONIC DOCUMENT MANAGEMENT	HEAD OFFICE	1 000 000.00			
OFFICE FURNITURE (LUNGI DESK & ELLEN CHAIR)	HEAD OFFICE	10 000.00			
DIGITAL RECORDER	HEAD OFFICE	20 000.00			
OFFICE EQUIPMENT (FILING CABINETS)	HEAD OFFICE	50 000.00			
COMPUTERS (LUNGI AND GLENNIS)	HEAD OFFICE	30 000.00			
SYSTEM UPGRADE	HEAD OFFICE	300 000.00			
		<b>1 600 000.00</b>			
<b>COMMUNITY SERVICES</b>					
<b>CAPITAL EXPENDITURE</b>					
<b>ENVIRONMENTAL</b>					
DESKTOP	HEAD OFFICE		20 000		
CAMERA	HEAD OFFICE	10 000			
<b>LIBRARIES</b>					
DESKTOP-5 LIBRARIES + LAPTOP (ISABEL)	HEAD OFFICE	51 000			
FRIDGE	HEAD OFFICE	8 000			
VACUUM CLEANER	HEAD OFFICE	4 000			
WATER DISPENSER	HEAD OFFICE	2 000			
MICROWAVE	HEAD OFFICE	3 000			
AIRCON-3	HEAD OFFICE	31 550			
<b>COMMUNITY AND SOCIAL SERVICES</b>					
CHAIRS, TABLES- HALL	HEAD OFFICE	150 000			
DESKTOP	HEAD OFFICE	10 000			
FURNITURE	HEAD OFFICE	60 000			
FENCING OF CEMETRIES	WARD 1	150 000			
FENCING OF LANDFILL	ALL	400 000			
		<b>1 379 550</b>	<b>20 000</b>		

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